

**Advisory Committee to the Secretary of Commerce
on Measuring Innovation in the 21st Century Economy**
Executive Biographies

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Ashish Arora

Professor of Economics and Public Policy in the Heinz School of Public Policy and Management, Carnegie Mellon University

Ashish Arora is Professor of Economics and Public Policy in the Heinz School of Public Policy and Management, Carnegie Mellon University. He served as a co-director of the Software Industry Center at Carnegie Mellon University 2006. He is on the editorial board of six academic journals, and has served on various committees of the Science Technology and Economic Policy of the National Academy of Sciences, and of the Association for Computing Machinery. He has consulted for the National Science Foundation, the OECD and the Software Engineering Institute.

Arora's research focuses on the economics of technology and technical change. His research interests include the study of technology intensive industries such as software, biotechnology and chemicals, the role of patents and licensing in promoting technology startups, and the economics of information technology. His work has been published in journals such Management Science, Research Policy, Strategic Management Journal, Journal of Industrial Economics, Journal of Development Economics and Journal of Economic Behavior and Organization.

Steven A. Ballmer
Chief Executive Officer, Microsoft Corporation

Steven A. Ballmer is Chief Executive Officer of Microsoft Corporation, the world's leading manufacturer of software for personal and business computing. Ballmer joined Microsoft in 1980 and was the first business manager hired by Bill Gates. Since then, Ballmer's leadership and passion have become hallmarks of his tenure at the company.

During the past 20 years, Ballmer has headed several Microsoft divisions, including operations, operating systems development, and sales and support. In July 1998, he was promoted to President, a role that gave him day-to-day responsibility for running Microsoft. He was named CEO in January 2000, assuming full management responsibility for the company, which includes delivering on the company's mission of enabling people and businesses throughout the world to realize their full potential.

Together with Gates and the company's other business and technical leaders, Ballmer is focused on continuing Microsoft's innovation and leadership across the company's seven businesses. Microsoft's goal is to provide an integrated platform to enable a seamless experience across a wide range of computing and non-PC devices and services.

Variously described as ebullient, focused, funny, passionate, sincere, hard-charging and dynamic, Ballmer has infused Microsoft with his own brand of energetic leadership, vision and spirit over the years.

Ballmer was born in March 1956, and grew up near Detroit, where his father worked as a manager at Ford Motor Co. He graduated from Harvard University with a bachelor's degree in mathematics and economics. While in college, Ballmer managed the football team, worked on the Harvard Crimson newspaper as well as the university literary magazine, and lived down the hall from fellow sophomore Bill Gates. After college, he worked for two years at Procter & Gamble Co. as an assistant product manager and, before joining Microsoft, attended Stanford University Graduate School of Business.

David L. Bernd
Chief Executive Officer, Sentara Healthcare

David L. Bernd is chief executive officer of Sentara Healthcare, an integrated health system with net revenues of \$1.8 billion. Sentara, a not-for-profit health care provider in southeastern Virginia and northeastern North Carolina, is comprised of 7 acute care hospitals; health plans with 312,000 covered lives, 7 nursing centers, 3 assisted living centers, and 220 physician medical group. Sentara was ranked the number one integrated health care network in the United States in 2001 by *Modern Healthcare* magazine and is the only health care system on the East Coast to be named in the top 10 for six consecutive years.

Sentara is listed in the *U.S. News and World Report* 14th annual guide to “America’s Best Hospitals,” with Sentara Norfolk General Hospital ranking 21st in cardiology and heart surgery and 41st for urology. In 2003 Solucient honored the cardiac program at Sentara Norfolk General Hospital as one of the Top 100 programs in the nation. In 2003 Optima Health Plan, Sentara Health Plan and Optima Health Plan's HMO Medicaid product were all awarded the highest accreditation by the National Committee for Quality Assurance (NCQA). In October 1998, Sentara was honored with the C. Everett Koop National Health Award for Sentara’s Healthy Edge employee wellness program. In 1997, Sentara’s Clinical Care Improvement Using Artificial Intelligence Assisted Disease Analysis—Med AI—was approved for inclusion in the permanent collection of the Smithsonian Institution’s National Museum of American History. In 1994, Sentara was recognized by The National Committee for Quality Health Care as one of the top 10 health systems in the U.S.

Sentara is an innovator utilizing technology to enhance clinical outcomes. Sentara was the first in the world to implement eICU, a remote monitoring and management system for critical care patients. This technologically advanced life monitoring system has produced a dramatic reduction in intensive care mortality. Named as one of the top wired health care systems for four consecutive years in *Hospitals and Health Networks*, Sentara is connecting its hospitals, pharmacists, physicians, nurses, radiologists, emergency departments, area long-term care providers and medical transportation resources in a seamless communication system.

Mr. Bernd received his Master of Hospital and Health Administration from the Medical College of Virginia in 1973. He served his residency at Medical Center Hospitals 1972-73. Mr. Bernd served as assistant administrator at Sentara Norfolk General from 1973 until 1979 when he was named administrator. In 1985 Mr. Bernd was named executive vice-president/chief operating officer of Sentara Health System and president, Sentara Hospitals-Norfolk. In December 1994, he was named president and chief executive officer of Sentara Health System (now Sentara Healthcare).

Most recently, Mr. Bernd, completed a year as chairman of the American Hospital Association Board of Trustees, making him the top elected official of the largest hospital and health system association in the United States. In addition, he is a fellow in the American College of Healthcare Executives and a member of the Board of Trustees of Virginia Wesleyan. He has served on the VHA, Inc. Board of Directors; SouthTrust Bank Board of Directors; the Hampton Roads Chamber of Commerce Regional Board; and as chairman of the Hampton Roads YMCAs. He is past chairman of the United Way of South Hampton Roads Board of Directors and the Virginia Hospital Association Board of Directors. Mr. Bernd was the 1984 recipient of the American College of Hospital Administrators' Robert S. Hudgens National Young Hospital Administrator of the Year Award.

He resides with his family in Virginia Beach, Virginia.

James H. Blanchard

Retired Chairman of the Board and CEO, Synovus Financial Corp.

Jim Blanchard served as Chairman of Synovus Financial Corp., a more than \$31billion, multi-financial services company that provides a diverse set of products and services that touch people around the world. He has been named Chairman of the Board effective July 2005. His tenure has spanned the periods of greatest growth and prosperity in the company's history, which dates back to 1888. Jim retired as Chairman of Synovus in October 2006.

Jim earned a bachelor's degree in business administration from The University of Georgia in 1963, and earned his law degree from The University of Georgia in 1965. He served two years as 1st Lieutenant and Finance Officer in the U.S. Army, and then returned to Columbus to join a law firm. In June 1970, at the age of 28, he was selected as the top executive at Columbus Bank and Trust Company, a position previously held by his father, James W. Blanchard.

Jim began his service with Synovus Financial Corp. in June 1970 when he was selected as the top executive at Columbus Bank and Trust Company, a position previously held by his father, James W. Blanchard. He served as CEO of Synovus from 1971 until being named Chairman of the Board in July 2005. His tenure has spanned the periods of greatest growth in the company's history. He rallied support for the passing of the Georgia Legislature's multi-bank holding company bill in 1976, and under his leadership, CB&T Bancshares became the first bank holding company in Georgia to acquire other banks under the new law. He also played an instrumental role in establishing Total System Services, Inc. (TSYS) in 1983, which now provides payments processing for more than 438 million cardholder accounts worldwide and is more than 80 percent owned by Synovus. Jim retired from Synovus in October 2006.

Jim has long been an outspoken advocate of servant leadership, and he has fostered a culture at Synovus that places special emphasis on balancing work with the rest of life. Synovus has been named one of "The 100 Best Companies to Work For" in America by *FORTUNE* magazine, and has been recognized in its Hall of Fame for consecutive appearances on the list since its inception in 1998. In 2005, Synovus was also named as one of "America's Most Admired Companies." Synovus and its family of companies have earned reputations for outstanding customer service, leading-edge technological innovation and generous returns to shareholders. The success of Synovus demonstrates companies can achieve superior financial performance and "treat folks right."

Jim serves as a board member of Columbus Bank and Trust Company and Chairman of the Executive Committee and board member of TSYS. He also serves on several other corporate boards in Georgia, and has been active in state and local government, education, conservation, economic development and the United Way. For his contributions, Jim was the first executive outside the greater Atlanta area chosen as *Georgia Trend* magazine's "Most Respected CEO" in the state for 1997. *Georgia Trend* magazine also honored him as "Georgian of the Year" for 2003 and *U.S. Banker* magazine named him one of the "25 Most Influential People in Financial Services" for 2005. In 2006, Jim was named to *Georgia Trend* magazine's "Most Influential Georgians Hall of Fame."

George W. Buckley
Chairman, President and Chief Executive Officer, 3M

George W. Buckley became 3M Chairman, President and Chief Executive Office effective December 7, 2005. Prior to this appointment, he had been Chairman and Chief Executive Officer of Brunswick Corporation since June 2000.

Before joining Brunswick in 1997, he was with Emerson Electric Co. in St. Louis, serving as President of the U.S. Electric Motors Division, and the Automotive and Precision Motors Division.

Before his successful tenure at Emerson, George was Managing Director (President) of the Central Services Division of the British Railways Board in the U.K.

George is on the boards of the following companies in addition to 3M: Thule AB and Black and Decker. George did joint study at the Universities of Southampton and Huddersfield in the U.K., from which he was awarded a Ph.D. in Engineering. George also holds a B.Sc. Degree in Electrical and Electronic Engineering and an honorary D.Sc. in Engineering from the University of Huddersfield.

Mr. Buckley was born in 1947 in Sheffield, England.

Rajesh K. Chandy

Carlson School Professor of Marketing, Associate Professor at the Carlson School of Management

Rajesh K. Chandy is Carlson School Professor of Marketing and Associate Professor at the Carlson School of Management. His areas of expertise include innovation, technology management, and marketing strategy. Chandy's research and publications on innovation have received a number of awards, includes the *Journal of Marketing's* Harold Maynard Award for contributions to marketing theory and thought, the American Marketing Association's Early Career Award for Contributions to Marketing Strategy, the AMA TechSIG Award for the best article on Technology and Innovation, the MSI Alden Clayton Award for the best marketing dissertation proposal, the Mary Kay Award for the best marketing dissertation, and the ISBM dissertation proposal award. He was named a 2003 Young Scholar by the *Marketing Science Institute*, and *Fortune* magazine described his findings on innovation as "an unorthodox and bracing set of management principles." He serves on the editorial boards of *IEEE Transactions on Engineering Management*, *Journal of the Academy of Marketing Science*, and *Marketing Letters*.

Chandy is a member of the Academic Council of the American Marketing Association, and the Knowledge Development Coalition of the American Marketing Association. He is also an affiliate faculty member at the Medical Industry Leadership Institute at the Carlson School of Management, and the Center for Global Innovation at the University of Southern California.

An award-winning instructor in the MBA and executive programs at the Carlson School of Management, Chandy received the 2002-2003 Outstanding Professor of the Year Award, the 2003-2004 Award for Excellence in Teaching, and the 2003-2004 Outstanding Faculty Dedication Award for his contributions to teaching at the school. He has also taught at the University of Southern California, the University of California, Los Angeles, the University of Houston, Bocconi University (Italy), Tilburg University (Netherlands), and the Warsaw School of Economics (Poland).

Chandy's research, consulting, and executive development activities in the area of innovation have covered a variety of industries, including pharmaceuticals, banking, computer hardware, and medical services. His current research examines cross-national innovation, outsourcing of innovation, innovation in entrepreneurial contexts, the role of the CEO in innovation, and how innovation drives the returns to mergers and acquisitions.

Chandy received his PhD in Business Administration from the University of Southern California. He is a US citizen, and lives in Plymouth, MN.

Arthur D. Collins, Jr.
Chairman and Chief Executive Officer, Medtronic, Inc.

Art Collins assumed the role of Chief Executive Officer of Medtronic, Inc. in April 2001 and became Chairman of the Board in April, 2002. Collins was elected Chief Operating Officer and member of the Board of Directors in 1994 and President in 1996. Previously he was Corporate Executive Vice President and President of Medtronic International with responsibility for all Medtronic operations outside the United States.

Collins joined Medtronic in 1992 from Abbott Laboratories where he had been Corporate Vice President with responsibility for Abbott's worldwide diagnostic business units since 1986. He began his 14-year career with Abbott in 1978 as Manager of Corporate Planning and Development and joined the Diagnostics Division a year later where he subsequently held a number of general management positions in the United States and Europe. He was elected a corporate officer in 1989.

Before joining Abbott, Collins served as a naval officer from 1969 to 1973 and a consultant with Booz, Allen & Hamilton, Chicago, from 1974 to 1978. With Booz, Allen, he conducted major assignments in the areas of business strategy development, marketing, organization planning, financial analysis and financial systems design.

A 1969 graduate of Miami University of Ohio, Collins also holds a master of Business Administration degree from the Wharton School of the University of Pennsylvania where he was a member of the undergraduate faculty.

Collins serves on the Board of Directors of U.S. Bancorp and Cargill, Inc. He is also a member of the Board of Overseers of the Wharton School at the University of Pennsylvania, Chairman of AdvaMed, and has served on the boards of numerous civic organizations.

Born in 1947 in Lakewood, Ohio, Mr. Collins and his wife have two grown daughters. He and his wife currently reside in Minneapolis, Minnesota.

Kathleen B. Cooper

Dean of the College of Business at the University of North Texas

Kathleen Cooper is dean of the College of Business at the University of North Texas, which enrolls more than 5,000 students and offers a diverse set of business degrees at the undergraduate, master, and doctoral levels. Her responsibilities include setting and achieving the college's strategic goals, oversight of the college's programs and developing new initiatives, and leading outreach efforts that promote and increase funding for the college and its programs. She recently completed Harvard University's Leadership Institute for senior administrators.

Prior to her current appointment, she served as Under Secretary for Economic Affairs of the U.S. Commerce Department from May 2001 until August 2005. In that capacity, she served as principal economic adviser to Secretary Don Evans and Carlos Gutierrez and oversaw an annual budget of nearly \$1 billion and more than 10,000 employees at the Census Bureau and the Bureau of Economic Analysis. Accomplishments during her tenure included significant contributions to countless policy decisions, reengineering the 2010 Census through achieving American Community Survey funding, instituting the first quarterly measure of the U.S. service sector, obtaining sustainable funding levels for more accurate and timely economic statistics, and developing a comprehensive private pension reform proposal. She was honored with the Commerce Department's prestigious Redfield Award for her contributions.

Before government service Dr. Cooper served as Chief Economist for the Exxon Mobil Corporation as well as Economics and Energy Division Manager in its Corporate Planning Department. In this capacity, her responsibilities included advising senior management on the global business environment and energy markets and developing appropriate assumptions for planning purposes. In addition, she contributed to the development of company positions on international trade, tax, and environmental policy issues. During her tenure at ExxonMobil, she participated in the Oxford Energy Forum's selective program on world energy.

Before associating with ExxonMobil in 1990, Dr. Cooper was Executive Vice President and Chief Economist of Security Pacific National Bank. She headed the bank's Economics Department, which conducted international, financial market, industry risk, and regional research. She spent the years 1971 to 1981 as Corporate Economist and then Chief Economist of the United Banks of Colorado, lecturing part time on economics and statistics at the University of Colorado at Denver for one of those years.

Dr. Cooper is a director of the National Bureau of Economic Research, a principal of the Council for Excellence in Government, trustee of the Committee for Economic Development, and member of the Conference of Business Economists. She recently participated on the Energy Information Administration's External Study Team and has held positions as president of the National Association of Business Economists (NABE), chairman of the American Bankers Association's Economic Advisory Committee, trustee of Scripps College and the American Council for Capital Formation, and past president and senior fellow of the U.S. Association for Energy Economics.

Dr. Cooper holds a bachelor's degree in mathematics from the University of Texas at Arlington and a Ph.D. degree in economics from the University of Colorado.

Michael L. Eskew
Chairman and Chief Executive Officer, UPS

Mike Eskew serves as chairman and chief executive officer for UPS, the world's largest package delivery company and a global leader in supply chain services.

Under Eskew's direction, UPS is expanding its capabilities into new lines of business that complement the company's global package delivery operations. UPS is developing increasingly sophisticated solutions for its customers by synchronizing the movement of goods, information and funds. These expanded capabilities include multi-modal transportation services, sophisticated technologies, international trade management, supply chain consulting and financial services.

A native of Vincennes, Ind., Eskew graduated from Purdue University with a bachelor's degree in industrial engineering. He also completed the Advanced Management Program at the Wharton School of Business. Eskew began his UPS career in 1972 as an industrial engineering manager in Indiana. His advancement continued in various positions of increasing responsibility including time with UPS's operations in Germany and with UPS Airlines.

In 1994, Eskew was named corporate vice president for industrial engineering. Two years later he became group vice president for engineering. Eskew has served as a member of the UPS Board of Directors since 1998.

In 1999, he was named executive vice president and a year later was given the additional title of vice chairman. Eskew held this position prior to assuming his current role on January 1, 2002.

In addition to his corporate responsibilities, Eskew is a Trustee of The UPS Foundation and The Annie E. Casey Foundation, which is the country's largest foundation dedicated to disadvantaged youth. In 2003, Eskew was appointed to the President's Export Council and was elected chairman of the U.S.-China Business Council in 2004. He also serves on the Board of Directors of the 3M Corporation and is a member of the Business Roundtable.

Luther H. Hodges, Jr.
Owner of Santa Fe Hospitality and the Hotel Santa Fe

Currently, Mr. Hodges is an owner/manager of Santa Fe Hospitality and the Hotel Santa Fe. He also manages two closely held investment partnerships and has recently served on the faculty of the Anderson Schools of Management at the University of New Mexico. He had previously been on the faculty of at the business schools at both The University of North Carolina (Chapel Hill) and Duke University. He serves on the boards of directors of Advanced Safety Concepts Inc., Santa Fe, NM; PhoenixBay Corporation, Charlotte, NC; Homeowners Insurance Corporation of America, Dallas, TX; and Piedmont Pharmaceuticals, Inc., Greensboro, NC.

Previously, Mr. Hodges was Chairman and Chief Executive Officer of Washington Bancorporation (1983-89), a regional bank holding company, and The National Bank of Washington (1981-89). He served as Undersecretary of the U. S. Department of Commerce (1979) and as the first Deputy Secretary of Commerce (1980). He had been a democratic candidate for the United States Senate from North Carolina (1978) and from 1962-1977 served in various management positions at the North Carolina National Bank (presently Bank of America), including Chairman of the Board (1974-77). Mr. Hodges has long been active on the board of directors of numerous community, educational, and corporate organizations.

Mr. Hodges was educated at the University of North Carolina at Chapel Hill (1957) and the Harvard Graduate School of Business Administration (1961). He served to the rank of Lieutenant, United States Navy Reserve (1957-65).

Dale W. Jorgenson
Samuel W. Morris University Professor at Harvard University

Dale W. Jorgenson is the Samuel W. Morris University Professor at Harvard University. He received a BA in economics from Reed College in Portland, Oregon, in 1955 and a PhD in economics from Harvard in 1959. After teaching at the University of California, Berkeley, he joined the Harvard faculty in 1969 and was appointed the Frederic Eaton Abbe Professor of Economics in 1980. He served as Chairman of the Department of Economics from 1994 to 1997.

Jorgenson has been honored with membership in the American Philosophical Society (1998), the Royal Swedish Academy of Sciences (1989), the U.S. National Academy of Sciences (1978), and the American Academy of Arts and Sciences (1969). He was elected to Fellowship in the American Association for the Advancement of Science (1982), the American Statistical Association (1965), and the Econometric Society (1964). He was awarded honorary doctorates by Uppsala University (1991), the University of Oslo (1991), Keio University (2003), the University of Mannheim (2004), and the University of Rome (2006).

Jorgenson served as President of the American Economic Association in 2000 and was named a Distinguished Fellow of the Association in 2001. He was a Founding Member of the Board on Science, Technology, and Economic Policy of the National Research Council in 1991 and has served as Chairman of the Board since 1998. He also served as Chairman of Section 54, Economic Sciences, of the National Academy of Sciences from 2000 to 2003 and was President of the Econometric Society in 1987.

Jorgenson received the prestigious John Bates Clark Medal of the American Economic Association in 1971.

Jorgenson has conducted groundbreaking research on information technology and economic growth, energy and the environment, tax policy and investment behavior, and applied econometrics. He is the author of 241 articles in economics and the author and editor of thirty books.

Jorgenson was born in Bozeman, Montana, in 1933 and attended public schools in Helena, Montana. He is married to Linda Mabus Jorgenson, who is an attorney in Cambridge, Massachusetts. Professor and Mrs. Jorgenson reside in Cambridge. Their daughter Kari, 31, is an honors graduate of Harvard College in economics, Class of 1997, a graduate of Columbia Law School, Class of 2003, and an Associate at Wilmer, Cutler, Pickering, Hale and Dorr in Boston. She is married to Kenneth Beausang. Their son Eric, 33, is a graduate of Duke University in biology, Class of 1995, and received an M.S. in statistics in 1999 and a Ph.D. in human genetics in 2004 from Stanford University. He is a post-doctoral fellow in Epidemiology and Biostatistics at the University of California, San Francisco.

John B. Menzer
Vice Chairman, Wal-Mart Stores, Inc.

In September 2005, John was named Vice Chairman, Wal-Mart Stores, Inc. His responsibilities include Wal-Mart Stores U.S.A., Information Systems, Benefits, Logistics, Real Estate, Financial Services, Compliance and Strategic Planning. From June 1999 through September 2005 John was President and Chief Executive Officer – Wal-Mart International. He had full operating responsibilities for all of the Company's International operations in 15 countries outside the United States. From September 1995, when John joined the company, to June 1999, John served as Executive Vice President and Chief Financial Officer for Wal-Mart Stores, Inc.

Prior to joining Wal-Mart, John was President of Ben Franklin Retail Stores, Inc. He also held various other positions during his ten-year career with the company.

In 1999, John led the company team in the acquisition of Asda (a \$16 billion revenue food store chain in the United Kingdom). *Mergers and Acquisitions: The Dealmaker's Journal* named the acquisition the "Corporate Cross-Border Deal of the Year". In 2003, John was team leader in the acquisition of Seiyu, Ltd. *Acquisitions Monthly* magazine named the deal the "Asia Deal of the Year". Seiyu is a \$9 billion revenue retail chain in Japan.

John has been a featured speaker at various conferences including The Fortune Global Forum in Beijing, China (May 2005); Business Week; CFO Magazine's CFO Rising; Forbes; CIES World Food Business Summit in Prague, Czech Republic; and the International Council of Shopping Centers (ICSC). He was featured in the cover story "Wal-Mart International: The Division that Defines the Future" in the June 2001 edition of Discount Store News Retailing Today. He was named 1997 Alumnus of the Year by Loyola University Graduate School of Business. John has also served as judge for the National Finals of the Students in Free Enterprise (SIFE) Regional Exposition for several years. He was presented with the Golden Eagle Award, a Champion of SIFE, for his outstanding contribution.

John currently serves on the Board of Directors for Emerson Electric, is a Board Member for RILA and Guangdong Province Governor's Economic Advisors in China, and is a member of the Council of Competitiveness. He is also a Certified Public Accountant and a member of the Financial Executives Institute and the American Institute of Certified Public Accountants

John earned his BBA and MBA from Loyola University, Chicago, Illinois

Samuel J. Palmisano

Chairman of the Board, President and Chief Executive Officer, IBM

Sam Palmisano is Chairman of the Board, President and Chief Executive Officer of the IBM Corporation. Mr. Palmisano was appointed to this position on January 6, 2003. Previously, he served as President and Chief Operating Officer.

He began his career in 1973 in Baltimore, Maryland. Since then, Mr. Palmisano has held a series of leadership positions during his IBM career, including senior vice president for the Enterprise Systems and Personal Systems groups. Mr. Palmisano also played a key role in creating and leading IBM's Global Services, rising to senior vice president, and building the largest and most diversified IT services organization in the industry. He also served as senior managing director of operations for IBM Japan.

Mr. Palmisano is a graduate of The Johns Hopkins University. In recognition of his leadership role as co-chair of the Council of Competitiveness' National Innovation Initiative, as well as his many business accomplishments, Mr. Palmisano was awarded an Honorary Degree of Doctor of Humane Letters from Rensselaer Polytechnic Institute in September 2005. In July 2006, he was awarded an Honorary Fellowship from the London Business School.

Carl J. Schramm

President and Chief Executive Officer, Ewing Marion Kauffman Foundation

Carl J. Schramm is president and chief executive officer of the Ewing Marion Kauffman Foundation. Trained both as an economist and lawyer, Schramm began his career on the faculty of Johns Hopkins University and emerged as a respected thinker in health care finance, regulation, and insurance. He founded the Johns Hopkins Center for Health Care Finance and Management in 1980, the first such research center in the nation. While at Hopkins, he led the country's only post-doctoral training program in health finance, sponsored by the Robert Wood Johnson Foundation. In 1987, he chaired the American Assembly on Health Care Costs and edited its volume, *Health Care and Its Costs*.

Schramm left the university to head the Health Insurance Association of America where many industry-wide innovations in health insurance were developed. He later became executive vice president of Fortis (now Assurant) and president of its health insurance operations. He developed several innovations at Fortis including transition coverage for recent college graduates. He has served as a board member of other U.S. and foreign insurance and reinsurance companies.

An active entrepreneur, Schramm was a cofounder of HCIA, Inc. and Patient Choice Health Care. He founded Greenspring Advisors, a consulting and merchant banking firm in the health information and risk management industries. Among the firm's clients were insurance and reinsurance companies including Blue Cross plans, industrial firms such as Ford and Johnson & Johnson, and venture capital funds.

Besides many leading academic journals, Schramm's work has appeared in *Foreign Affairs*, *The Wall Street Journal* and the *New England Journal of Medicine*. He is the author of *The Entrepreneurial Imperative* (HarperCollins, Oct. 2006) and is working on a second book, *Good Capitalism, Bad Capitalism* (Yale 2007) with Will Baumol and Robert Litan. He is a contributing editor of *Inc.* magazine.

In addition to his graduate fellowships (New York State Regents and Ford Foundation), Schramm received two consecutive NIH Career Science Awards and was a Robert Wood Johnson Health Policy Fellow at the National Academy of Science, Institute of Medicine. He is a Batten Fellow at the Darden School of the University of Virginia, a Fellow of the New York Academy of Medicine, a member of the Council on Foreign Relations, and a fellow of the Royal Society of Arts. He received the George Eastman Medal from the University of Rochester in 2005.

Donald Siegel

Professor and Associate Dean of the A. Gary Anderson Graduate School of Management at the University of California at Riverside

Donald Siegel is Professor and Associate Dean of the A. Gary Anderson Graduate School of Management at the University of California at Riverside. He received an undergraduate degree in economics from Columbia University and his master's and Ph.D. degrees in business economics from the Columbia University Graduate School of Business. He then served as an Alfred P. Sloan Foundation post-doctoral fellow at the NBER in Cambridge, MA. Since 1989, he has held a variety of academic posts at the SUNY-Stony Brook; Arizona State University; the University of Nottingham, and Rensselaer Polytechnic Institute, where he was Chair of the Department of Economics from 2002-2006. He has also been a faculty research fellow of the NBER and an ASA/NSF senior research fellow at the U.S. Bureau of Labor Statistics.

Professor Siegel is co-editor of the *Journal of Technology Transfer*, an international journal devoted to the managerial and policy implications of technology transfer. He also serves as President of the Technology Transfer Society, a non-profit organization devoted to the interdisciplinary scholarly analysis of technology transfer from universities and federal laboratories to firms. Dr. Siegel is also an associate editor of the *Journal of Productivity Analysis* and serves on the editorial boards of the *Journal of Business Venturing*, *Journal of Management Studies*, *Academy of Management Perspectives*, and *Academy of Management Learning & Education*.

In recent years, he has also co-edited twenty special issues of journals in management and economics on topics relating to university technology transfer, entrepreneurial development, and corporate social responsibility.

His primary research interests are the economics and strategic implications of technological change, the measurement and analysis of firm performance, university technology transfer, and corporate social responsibility. Dr. Siegel is currently working on two books for Oxford University Press: *Innovation, Entrepreneurship, and Technical Change* and the *Handbook of Corporate Social Responsibility*.

Professor Siegel has received grants or fellowships from the Alfred P. Sloan Foundation, NSF, NBER, American Statistical Association, W. E. Upjohn Institute for Employment Research, U.S. Department of Labor, and the Samuel Neaman Institute for Advanced Studies in Science and Technology at the Technion-Israel Institute of Technology. He has also served as a consultant to the United Nations, the National Research Council, Her Majesty's Customs and Excise, Chase Manhattan, the Securities Industry Association, Morgan Stanley, Goldman Sachs & Co, Deloitte and Touche, and the National Association of Manufacturers.

Dr. Siegel is currently a member of a team of researchers conducting a comprehensive study of the Small Business Innovation Research Program across federal agencies for the Board on Science, Technology, and Economic Policy of the National Academy of Sciences.